



Army Operating Concept and Force 2025 & Beyond



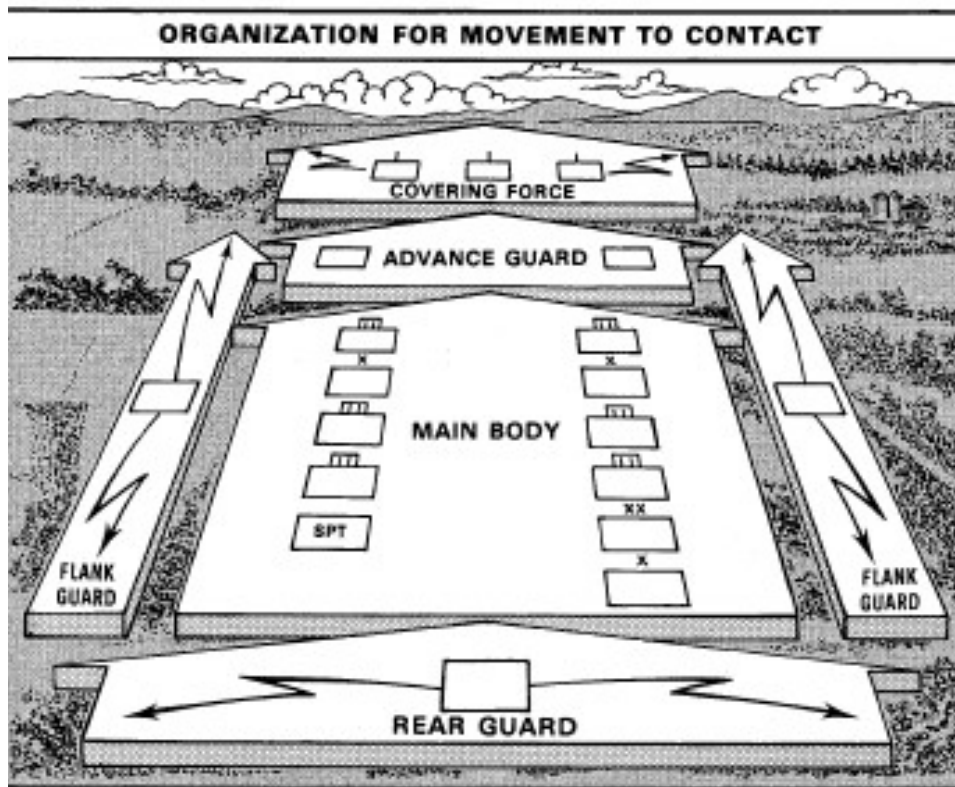
General David G. Perkins
Commanding General
U. S. Army Training and Doctrine Command
11 September 2014

AirLand Battle Doctrine

“AirLand Battle doctrine describes the Army’s Approach to generating and applying combat power at the operational and tactical levels.”

FM 100-5,

May 1986



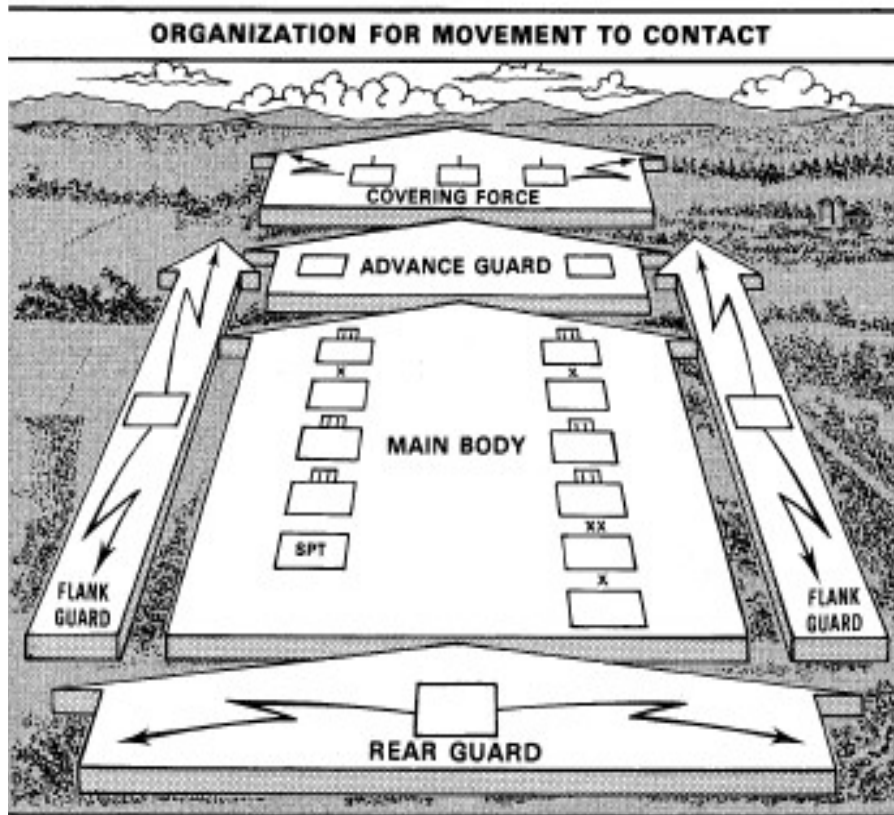


A Unifying Concept for the Future



AirLand Battle:

Fight outnumbered, and win



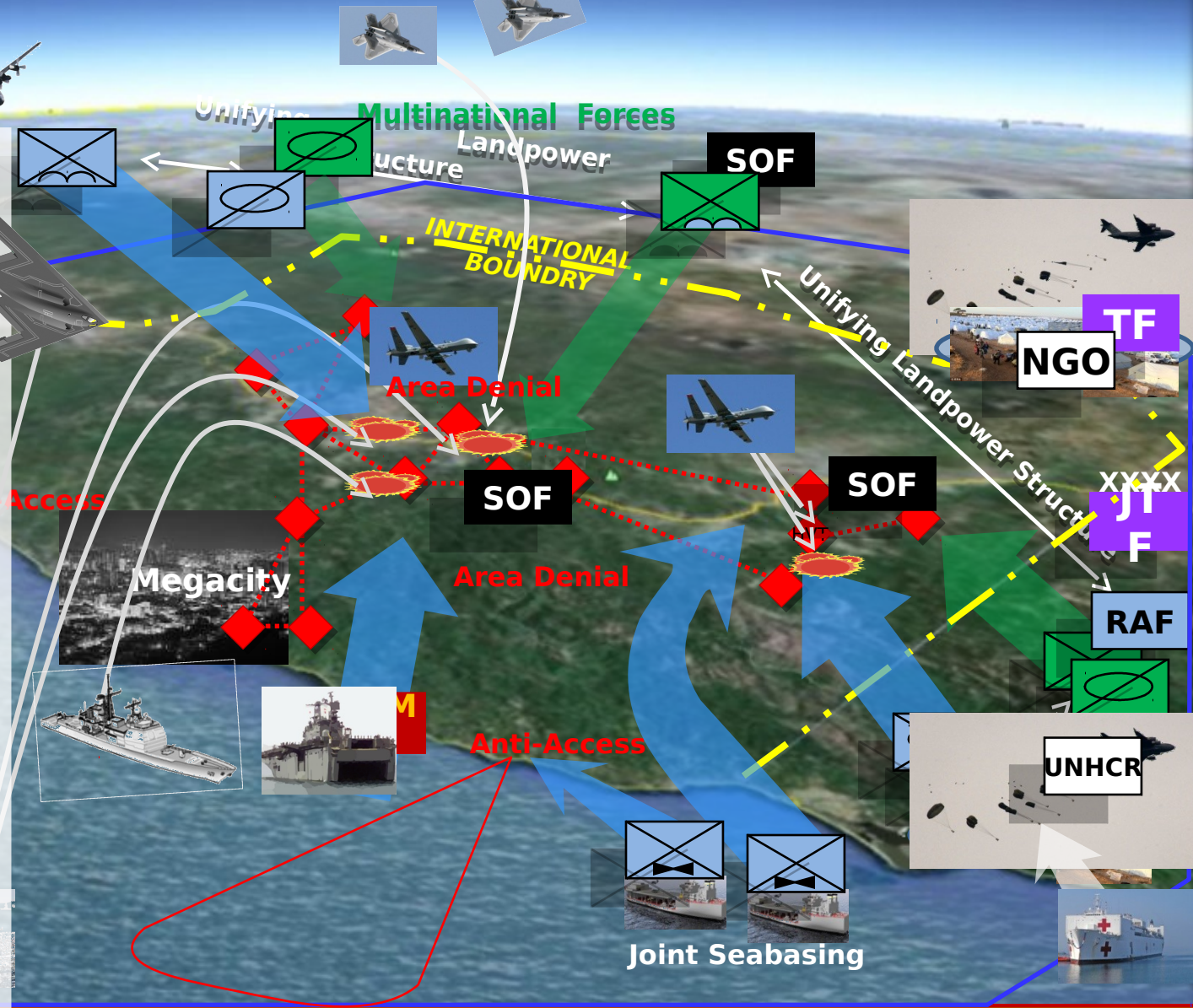
Unified Land Operations:

Win in a complex world



Unified Land Operations

- Provide foundation for Joint Operations
- Deploy and transition rapidly
- Develop the situation in close contact
- Maneuver from multiple locations and domains
- Present multiple dilemmas to the enemy
- Operate dispersed while maintaining mutual support
- Integrate partners
- Consolidate gains





Extending Unified Land Operations



Unified Action

Comprehensive approach that synchronizes, coordinates, and, when appropriate, integrates military operations with the activities of governmental and nongovernmental organizations to achieve unity of effort

to support JFC...

we provide...

Unified Land Operations

Seize, retain, and exploit the initiative throughout the range of military operations to gain and maintain a position of relative advantage in sustained land operations in support of Unified Action.

Executed through...

Joint Combined Arms Operations
time, space, purpose

To achieve...

Decisive Action
offensive, defensive, stability, DSCA

By means of...

Army Core Competencies

shape the security environment, set the theater, project national power, combined arms maneuver, wide area security, landcyber operations, special operations

Exercising...

Mission Command

we must...

Anticipated Operational Environment

to cope with these...

- Increased momentum of human interaction
- Potential overmatch
- WMD proliferation
- Importance of cyber & space
- Dense urban areas
- Tech transfer
- Ubiquitous media

to do this...

we must...

Conduct operations characterized by tenets

Cognitively link tactical actions to strategic objectives

Joint Combined Arms Operations

Organize effort within a commonly understood construct

Operations Structure

Provide a broad process for conducting operations

Provide basic options for visualizing and describing operations

Provide intellectual organization for common critical tasks

Tenets

- Initiative
- Innovation
- Simultaneity
- Depth
- Adaptability
- Endurance
- Mobility
- Lethality

Operational Art

The pursuit of strategic objectives, in whole or in part, through the arrangement of tactical actions in time, space, and purpose

Elements

- Engage Regionally
- Respond Globally
- Develop situational understanding
- Conduct joint combined arms operations
- Establish and maintain security
- Consolidate gains
- Sustain operations
- Respond to crises in the homeland
- Ensure institutional and operational synergy
- Develop leaders and

Operations Process

- Plan
 - Army Design
- Methodology
 - MDMP
 - TLP
- Prepare
- Execute
- Assess

Operational Framework

- Decisive-Shaping-Sustaining
- Deep-Close-Security
- Main and Supporting Efforts

Warfighting Functions

- Mission Command
- Movement and Maneuver
- Intelligence
- Fires
- Sustainment
- Maneuver Support and Protection
- Engagement

The “Big Five”

1970s - Today

...fight outnumbered and win



M1



UH-60



AH-64



PATRIOT



M2

- Focus on Weapons Systems
- Countered near-peer capability
- Unmatched advantage

2015 - 2025

...win in a complex world



**Optimized
Soldier and
Team
Performance**



**Joint/Interorganization
Interoperable**



**Capabilities
Overmatch**



**Scalable and
Tailorable Joint
Combined Arms
Forces**



**Adaptive
Professionals and
Institutions to
operate in complex
environments**

LD/LC
PL Future
XXXX
LD/LC
PL Future

The Army of 2025 and beyond will be prepared to fight and win in a complex world because resilient Soldiers, adaptive leaders, and cohesive teams are committed to the Army profession



The Future Army's Path Forward



Deep Future

Explore concepts and research technologies to:

- Improve joint combined arms operations' speed, tempo and endurance
- Integrate innovative DOTMLPF solutions to increase capability
- Maintain overmatch in cross-domain operations

Deep Future

Force 2025

Invest in an Army that can:

- Provide multiple options to respond to and resolve crises
- Conduct joint combined arms maneuver from multiple locations and domains to present multiple dilemmas to the enemy
- Combine joint, interorganizational and multinational capabilities to seize, retain, and exploit the initiative

Force 2025

Army 2020

Drive change to:

- Protect the homeland, respond globally and engage regionally
- Maximize leader development, human performance and professionalism
- Institutionalize lessons learned from campaigns in Iraq and Afghanistan

Army 2020

Army 2014

Take risk in modernization to:

- Reorganize the Army to sustain overmatch across the range of military operations
- Maintain the Army's qualitative advantages through training and leader development

2014

Conduct Force 2025, Maneuvers for sustained learning and adaptation



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Commanding General

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Mission Command

Unified Land Operations

Seize, retain, and exploit the initiative throughout the range of military operations to gain and maintain a position of relative advantage in sustained land operations in support of Unified Action.

One of the foundations is ↓

Nature of Operations

Military operations are **human endeavors**. They are contests of wills characterized by continuous and mutual adaptation by all participants. Army forces conduct operations in complex, ever-changing, and uncertain operational environment.

To cope with this, the Army exercises ... →

Mission Command Philosophy

Exercise of **authority** and **direction** by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

Guided by the principles of...

- Build cohesive teams through mutual trust
- Exercise disciplined initiative
- Create shared understanding
- Use mission orders
- Provide a clear commander's intent
- Accept prudent risk

The principles of mission command assist commanders and staff in balancing the art of command with the science of control.

Executed through the...

Mission Command Warfighting Function

The related **tasks** and **systems** that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

A series of mutually supporting tasks...

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead and assess
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations



Staff Tasks:

- Conduct the operations process (plan, prepare, execute, assess)
- Conduct knowledge management and information management
- Synchronize information-related capabilities
- Conduct cyber electromagnetic activities

Additional Tasks:

- Conduct military deception
- Conduct civil affairs operations
- Conduct airspace control
- Install, operate, and maintain the network
- Conduct information protection

Enabled by a system...

- Personnel
- Networks

Mission Command System:

- Information Systems
- Facilities and Equipment
- Processes and Procedures

Story Starts Here!

Together the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land operations.



Army Leadership ~~Requirements~~



ATTRIBUTES (Be and Know)

CHARACTER

- * Army Values
- * Empathy
- * Warrior/ Service Ethos
- * Discipline

PRESENCE

- * Military and Professional Bearing
- * Fitness
- * Confidence
- * Resilience

INTELLECT

- * Mental agility
- * Sound judgment
- * Innovation
- * Interpersonal tact
- * Expertise



LEADS

- * Leads others
- * Builds Trust
- * Extends influence beyond the chain of command
- * Leads by example
- * Communicates

DEVELOPS

- * Creates a positive environment/
Fosters esprit de corps
- * Prepares self
- * Develops others
- * Stewards the profession

ACHIEVES

- * Gets results

COMPETENCIES (Do)

Reference: ADRP 6-22, p. 1-



America's Army - Our Profession



Five Essential Characteristics of the Army Profession

Military Expertise



**Our Ethical Application
of Landpower**

Honorable Service



**Our Noble Calling to
Service and Sacrifice**

Trust



**The Bedrock of
our Profession**

Esprit de Corps



Our Winning Spirit

Stewardship of the Profession



**Our Long Term
Responsibility**

**Trust between Soldiers
Trust between Soldiers and Leaders
Trust between Soldiers, their Families and the Army
Trust between the Army and the American People**

Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage

Ethical Foundation: Legal and Moral

Hybrid Strategies in a Complex Environment

AVOID



Hide in complex urban terrain

DISRUPT



Area Access/Area Denial strategies

EMULATE



Steal, copy, and adapt technology

EXPAND



Employ proxies and criminal networks

Future Forces Must: Shape, Defeat the enemy, Establish security, Consolidate gains



The United States Army



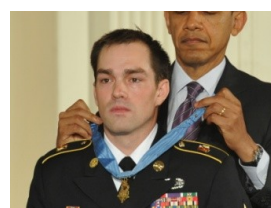
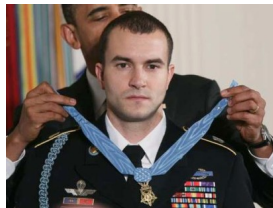
Competence



Commitment



Character



History Starts Here!